



**Request for Proposals  
Macedonia Judicial Strengthening Project**

**Study Tour to USA for judges working on developing DCM and NTS**

**Study Tour Title: Fundamental principles of Differentiated Case Management Systems and establishing National Time Standards for processing cases in the Republic of Macedonia”**

<b>Issue Date:</b>	March 28, 2014
<b>Closing Date for Questions and Expressions of Interest:</b>	April 4, 2014, at 16:00 CET (Skopje time)
<b>Response to questions</b>	April 9, 2014
<b>Deadline for Submission of Proposals:</b>	April 21, 2014, at 16:00 CET (Skopje time)
<b>Request for Proposal Number:</b>	RFP JSP 2014-IX
<b>Attachments:</b>	A – Scope of Work B – Business Size/Type Form C – Firm Reference Form D – Vendor Qualifications Questionnaire E – Nationality of Supplier Certification F - Deliverables Plan G – Quarterly Activity Schedule H – Cost Proposal Template
<b>Type of Contract:</b>	Firm Fixed-Price Award

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Dear Sir/Madam:

The Macedonia Judicial Strengthening Project (JSP) invites interested bidders to submit a proposal to implement a study tour to USA for judges and members of the Judicial Council. Please find attached a description of the technical requirements in **Attachment A – Scope of Work**.

The JSP is a USAID-funded project implemented by Tetra Tech DPK. The project aims to support Macedonia’s judiciary to evolve as an independent, self-governed, effective and accountable branch of government capably of meeting the needs of the citizens, businesses and organization for prompt and impartial protection of their rights and adjudication of their legal disputes. As part of the project’s objectives, the JSP seeks to implement a study tour to USA to learn about differentiated case management (DCM) systems and National Time Standards (NTS) for their introduction in the

Macedonian judiciary. Based on experiences gained during the study tour and technical assistance to be provided by the project, it is expected that Macedonian judges will be able to develop and implement a DCM system in two pilot courts and a methodology/criteria for measuring time standards. The participants of this study tour are members of the *Working Group for Developing DCM and NTS*.

JSP will award a single, firm fixed-price subcontract with payments issued upon submission and approval of pre-established deliverables in accordance with the subcontract's payment schedule to the successful vendor for the study tour. JSP and the successful vendor will establish the final payment schedule during contract negotiations.

Please note that the costs of preparing the proposals and of negotiating a subcontract are not reimbursable.

Please submit expressions of interest and/or any questions in response to this Request for Proposal (RFP) via email to [natasa.kostadinowska@judicialsupport.org](mailto:natasa.kostadinowska@judicialsupport.org) with copy to [sergio.zegarra@tetratech.com](mailto:sergio.zegarra@tetratech.com) by April 4, 2014, at 16:00 CET (Skopje time). Please use the subject line "RFP JSP 2014-IX." The JSP will make available to all Offerors all questions that it receives along with its responses by April 9, 2014.

Proposals should be submitted in English and according to the guidelines provided in this RFP. To be considered, technical proposals must respond to the requirements set forth in this RFP. Vendors may provide additional information so long as their proposals meet the basic parameters just stated.

Cost proposals must list all proposed prices and must include a detailed breakdown of the costs by utilizing the template provided in **Attachment H – Cost Proposal Template**. Costs may include proposed labor hours costs by discipline, direct material costs, travel and lodging expenses, other direct costs, and proposed fee. The JSP will use the cost proposal to determine the cost reasonableness of the submitted proposal.

## **SUBMISSION REQUIREMENTS**

Proposals must be submitted by e-mail or courier no later than April 21, 2014 at 16:00 (4:00 pm) CET (Skopje time). The JSP will not consider proposals received after this deadline.

If using courier, proposals shall be submitted to the following address:

**Judicial Strengthening Project – # RFP JSP 2014-IX**  
Kej 13 Noemvri br. 14/2-3,  
1000 Skopje Macedonia

## **1. GENERAL REQUIREMENTS**

Offerors having the interest, technical expertise and capability of carrying out the tasks per the **SOW in Attachment A**, are requested to submit a financial and technical proposal. Tt DPK reserves the right to issue no awards, one award or more awards in response of this RFP, though a single award for the provision of the required services is contemplated. The successful Offeror's Technical and Financial Proposal, as negotiated, shall be incorporated into the resulting contract.

Macedonia Judicial Strengthening Project  
Kej 13 Noemvri br. 14/2-3, 1000 Skopje Macedonia



Offerors shall submit their proposal in one single email (if submitting online) or package (if submitted via courier) and include their technical and cost proposal in separate attachments or envelopes. This will enable an impartial evaluation of the proposal by ensuring evaluators can open the Technical Proposal without seeing the Cost Proposal.

### **Source and Nationality Requirements**

Local Macedonia-registered firms are encouraged to submit offers.

JSP must procure all commodities (e.g., equipment, materials, vehicles, supplies) and services (including commodity transportation services) in accordance with the requirements at 22 CFR Part 228 “Rules on Procurement of Commodities and Services Financed by USAID Federal Program Funds.” According to this regulation, the authorized source<sup>1</sup> and nationality<sup>2</sup> for this procurement is the United States, Macedonia, and developing countries other than *advanced developing countries*.<sup>3</sup> No services may be procured from suppliers with a nationality from countries designated by USAID as *prohibited source*.<sup>4</sup> Additionally, no goods may be procured from source countries that are designated as prohibited sources.

Vendors shall complete and sign the attached *Source and Nationality Certification* form (**Attachment E**). Proposals that do not include this certification may not be considered.

## **2. TECHNICAL PROPOSAL REQUIREMENTS**

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**Attachment A – Scope of Work.** Wherever appropriate, the Offeror should highlight the specific experience its staff has had in performing similar work in the past. The Offeror should also identify potential problems that it foresees in completing this work and should present its approach for mitigating these problems.

### **Schedule of Activities**

The Offeror must review the tasks identified in **Attachment G - Schedule of Activities** and develop a proposed schedule and comment on how they will meet this schedule.

### **Personnel**

The Offeror must identify the key personnel who will be assigned to this activity and their roles and responsibilities. The professional qualifications of these individuals and their relevant past experience on similar assignments must be included. For each individual, the Offeror shall include a curriculum vitae (CVs) detailing their education, relevant work experience, periods of performance, and past job titles. Technical proposals that do not include CVs for key personnel will be disqualified.

### **Corporate Background and References**

The Offeror shall list at least two prior subcontracts of a similar nature that they have performed over the last three years. Client contacts with e-mail addresses must be included along with permission for Tt DPK to contact these references to request input on:

- The quality of the work performed by the Offeror;
- The timeliness of the effort performed by the Offeror; and
- Whether the client would use Offeror's services again in the future.

### **Period of Performance**

The Offeror shall prepare a proposal for 9-day study tour, including travel days, during the period June 7-15, 2014.

### **Locations**

The Offeror shall present a proposal that includes visits to the following locations to achieve the study tour goals:

- The Circuit Court for Montgomery County (Rockville, Maryland) 1 day
- Superior court (Washington DC)-
- The Administrative Office of US Courts (Washington, D.C.) -
- The American BAR Association (Washington, D.C.)
- The National Center for State Courts (Williamsburg, Virginia)- 1 day

The Offeror shall propose the agenda to accomplish the study tour goals.

### **Exceptions to the RFP**

Any variations in the type of services called for in this RFP and described in your proposal will not be accepted unless the variation has been caused by changes made by the JSP. Any exceptions to the RFP should be noted in this section.

Offerors may include any other relevant information to meet the Statement of Work in their Technical Proposal

### **3. COST PROPOSAL REQUIREMENTS**

The Offeror should submit its cost proposal in the template provided in **Attachment H – Cost Proposal Template**. Offerors may modify or add line items in the budget template as appropriate, but the main costs elements (salaries, consultants, travel & transportation, seminars, workshops, and indirect costs) must remain in the template. All costs should be proposed either in US Dollars if American or other than Macedonian firms are submitting proposals or in Macedonian local currency (Denars) if Macedonian organizations are submitting proposals. Cost proposals must also be accompanied by budget notes to enable JSP to determine how the Offeror arrived at the following cost estimates:

- Breakdown of Level of Effort cost by person-day;
- Direct Material Cost by item;
- Travel-related costs being proposed;
- Per diem per participant based on U.S. General Services Administration’s official schedule ([http://www.gsa.gov/portal/content/104877?utm\\_source=OGP&utm\\_medium=print-radio&utm\\_term=perdiem&utm\\_campaign=shortcuts](http://www.gsa.gov/portal/content/104877?utm_source=OGP&utm_medium=print-radio&utm_term=perdiem&utm_campaign=shortcuts))
- Other direct costs being proposed; and
- Proposed profit, if any.

**VAT expenses must be identified separately and included in the spreadsheet as well.** The JSP cannot accept a total lump-sum only estimate.

The Offerors must include all expenses from this RFP, including the same items and services required, and comply 100% with the statement of work. This allows JSP to compare prices and expense from all the Offerors.

#### **Prices proposed by the Offeror must remain valid for 90 calendar days.**

Offerors must itemize prices for each category identified. The JSP cannot accept a total lump-sum only price.

The JSP expects that Offeror’s prices will cover all costs and expenses incurred towards carrying out the required services including labor, travel, other expenses and fee. The only circumstance under which the JSP will accept any price changes from what is included in the Offeror’s quotation, or will accept additional charges beyond what is included in the Offeror’s quotation, is if the JSP modifies the quotation requirements in writing to all prospective bidders.

The JSP will assume that all prices include any necessary additional costs, or additional costs are listed as a separate line item elsewhere. Otherwise, the JSP will assume that there are no additional costs associated with the proposed prices.

If the Offeror proposes any variations in the type of services called for in this RFP in the Exceptions to the RFP section, the Offerors should quote separately these proposals.

Quoted prices should include two English language copies of all certification documents per the instructions state above in the Proposal Requirements section of this RFP.

#### **4. PROPOSAL EVALUATION**

JSP will select the Offeror with the technical and financial proposals that offer the most cost-effective technical approach and study tour agenda, most favorable delivery items, and best overall procurement value. Vendors are encouraged to propose the least expensive yet best quality services.

The evaluation committee appointed by the JSP shall carry out its evaluation, applying the following evaluation criteria:

##### **a. Part I – Technical Evaluation Criteria:**

###### **A. Offeror's response to RFP's Technical Requirements (40 Points)**

- a. Description of the Firm & Eligibility Compliance (5 points);
- b. Technical Approach (includes agenda and deliverables) (20 points in total; 10 points each);
- c. **Attachment G** - Proposed Schedule of Activities (15 points).

###### **B. Past Performance/Organizational Capacity of Institution (30 points)**

- a. Relevant experience and capabilities of key technical staff (10 points).
- b. Relevant corporate background and capabilities (10 points).
- c. Relevant history of success with similar projects by examining recommendations from prior/current clients (10 points).

**Technical Evaluation Scoring – Possible Total Score 70**

##### **b. Part II – Cost Evaluation Criteria:**

###### **A. Cost Effectiveness (30 points):**

- a. Comparison with internal estimate (10 points);
- b. Comparison with other bidder's proposals (10 points);
- c. Cost realism - feasibility, reasonableness, and completeness (10 points).

**Cost Evaluation Scoring – Possible Total Score 30**

**Possible Total Score: Part I (70 points) + Part II (30 points) = 100 points**

Prior to the expiration of the proposal, the JSP shall notify the successful Offeror in writing that it submitted the highest scoring proposal and shall invite the Offeror to negotiate the contract. The aim is to reach agreement on all points and initial a draft contract by the conclusion of negotiations. If a contract cannot be negotiated with the top ranking Offeror, JSP reserves the right to commence negotiations with other successful Offerors. All unsuccessful Offerors will be notified once the successful Offeror has been awarded a contract.

In the course of negotiations, the JSP may reject any or all offers if such action is in the interest of JSP or its client, USAID; may accept other than the lowest offer; and, may waive informalities and minor irregularities in offers/quotes received as determined by the JSP.

**The subcontractor award will be contingent on USAID approval.**



The JSP's estimated schedule for issuing a contract for this effort is as follows:

Release of RFP	March 28, 2014
Expressions of Interest Deadline for Questions	April 4, 2014

Vendors interested in submitting proposals are kindly requested to confirm their interest via email to the following email addresses: [natasa.kostadinowska@judicialsupport.org](mailto:natasa.kostadinowska@judicialsupport.org) and [sergio.zegarra@tetrattech.com](mailto:sergio.zegarra@tetrattech.com) by the deadline specified above

Response to Questions	April 9, 2014
Deadline for Submission of Proposals	April 21, 2014
Complete Proposal Evaluation	On or about April 25, 2014
Award Subcontract	On or about April 29, 2014

Sincerely,

Nevenka Ivanovska  
Chief of Party  
Macedonia Judicial Strengthening Project

## **Attachment A Statement of Work**

### **Study Tour to USA: “Fundamental principles of Differentiated Case Management Systems and introducing National Time Standards for processing cases in the Republic of Macedonia”**

#### **A. Technical Background**

The Judicial Strengthening Project (JSP) is a USAID-funded project implemented by Tetra Tech DPK. The project aims to support Macedonia’s judiciary to evolve as an independent, self-governed, effective and accountable branch of government capable of meeting the needs of the citizens, businesses and organization for prompt and impartial protection of their rights and adjudication of their legal disputes. The JSP supports judicial independence by helping the judiciary to adjust to its new legal framework and ensure a uniform interpretation and application (implementation) of laws, regulations, and policies. The project focuses on establishing governance systems and structures, building leadership and management, and increasing the role of the judiciary in developing its own laws, regulations, and policies. In general, the project aims to empower the judiciary to take the lead on its own reforms, and to achieve those goals, the project works closely with the Judicial Council.

By signing the Stabilization Agreement with the European Union in 2001 and adopting a national strategy of reform in 2004, Macedonia undertook the obligation for overall reform of the justice system particularly with regard to enhancing the position of the judicial branch with respect to the legislative and executive branches. The Strategy embraced three areas (i) strengthening the independence and autonomy of the judiciary, (ii) human resources and equitable representation of communities in courts and, (iii) human resources and increasing court efficiency. In doing so it committed to an effective functioning judicial system, responsive to and having the trust of its citizens.

Macedonia proceeded to enact constitutional amendments and laws to establish a functional, independent and efficient justice system. This included a restructuring of the courts through the Law on Courts, Law on Judicial Council, Law on Academy for Judges and Public Prosecutors, Law on Court Budget, Law on Case Management, Law on Court Service, Law on Enforcement, Civil Procedures Law, among others, which revolutionized court operations in Macedonia. Flowing from these laws was the creation of internal institutions necessary to functionalize the judicial branch’s new mandates. A Judicial Council was formed which became the umbrella organization for the previously constituted Administrative Office. A Court Budget Council was created which, for the first time, gave the judiciary control of its budget allowing the judicial branch to create, advocate for and oversee its annual budgets. Financial personnel in the courts under the direction of the president judge and court administrator are tasked with preparing the court’s budget and submitting it to the Administrative Office of the Court Budget Council. The court personnel, for the first time, became employees of the judiciary instead of employees of the executive branch. To accommodate this change a Court Service Council was created which functions as a human resource department. Several of the laws passed altered the handling of cases in the courts, changing the system of enforcing judgments which was formally a court function. The new laws emphasized case processing

and backlog reduction. Responsibility for maintaining appropriate case inventories now falls clearly within the mandates of the president judges and, to a degree, to the court administrators. Committees for oversight of case processing and backlog reduction have been created in the courts as well. The administration of the courts was improved by the creation of the title of Court Administrator who are charged with the administration and operations of their respective courts.

In addition, a robust Automated Court Case Management and Information System (ACCMIS) has been implemented whereby antiquated methods of entering, tracking and reporting court activity has been replaced with one a modern software product, specially designed for Macedonia's Judicial Branch.

The latest amendments to the Law on Civil Procedure came into effect September 9, 2011, and have improved court efficiency significantly. The overall workload of court cases significantly decreased in 2012 after the payment of ordered cases and enforcement cases were moved out of the courts and started to be processed by public notaries and enforcement agents. This increase in the efficiency of the courts was reflected in an EU progress report for 2012, which cites that "Progress has been made in reducing overall court backlogs in the country". In the last two years, the 27 first instance courts and 4 appeal courts have together disposed of a considerably higher number of cases than they have received. This positive trend motivates judges to focus on the quality of their decisions instead of rushing for "a quota". Regarding this balanced workload and the current number of judges, the Macedonian judiciary has room to improve case processing methods and delivery of justice even further.

The JSP will provide technical assistance to the courts by introducing systems of Differentiated Case Management (DCM), which will assign cases to different processing tracks, operating under distinct and explicit rules, procedures, and time frames for the completion of pre-trial and trial proceedings. The expected results are more efficient disposition of cases, better use of scarce court resources, and improved quality of justice in cases of varied complexity.

The project will also lay down a path for developing National Time Standards (NTS) for processing cases in Macedonian courts. Such standards will provide judges and court staff clear performance benchmarks, provide incentives for problem solving and improvement by local courts, and strengthen the capacity of the Judicial Council and the Administrative Office of the Court Budget Council to monitor, analyze, and continuously improve court performance.

The JSP is planning to implement a study tour to the USA for select judges, members of the Working Group for Differentiated Case Management and National Time Standards, to support the efforts for introducing DCM and NTS in Macedonia.

## **B. Project Objective**

The study tour in USA will directly support the judges –members of the Working Group for Differentiated Case Management and National Time Standards- in the initial steps towards introduction of DCM and NTS in the Macedonian Judiciary.

The title of the program will be:

## **“Fundamental principles of Differentiated Case Management Systems and introducing National Time Standards for processing cases in the Republic of Macedonia”**

It is expected that the participants will gain necessary knowledge, skills, and abilities as members of the Working Group for DCM and NTS in the fundamental principles of Differentiated Case Management and the criteria for introducing National Time Standards for processing cases in two pilot courts, initially, and subsequently in the entire Macedonian judicial system.

The participants will visit and have interactive participation with counterparts of the following institutions:

- The Circuit Court for Montgomery County (Rockville, Maryland)
- The Administrative Office of US Courts (Washington, D.C.)
- Superior Court (Washington, D.C.)
- The American BAR Association (Washington, D.C.)
- The National Center for State Courts (Williamsburg, Virginia)
- Other appropriate and relevant departments or offices.

The JSP aims for the study tour to increase the knowledge of the members of the Working Group for DCM on the fundamentals of DCM, enabling them to introduce DCM in two pilot courts, and subsequently in the entire Macedonian Judiciary. The practices to which the Judges should be exposed should focus particularly on:

- Establishing the DCM case processing tracks;
- Developing the criteria for assigning cases to tracks;
- Defining the individual case events for each track;
- Development of civil case process flowcharts for each separate track;
- Conceiving, design and development of the appropriate forms, templates and publications to facilitate DCM implementation and operation;
- Development of national court policy on requests for extensions or continuances, and
- Exploring the procedure for establishment of a case administrator position for each judge

In the area of introducing National Time Standards in the Macedonian Judiciary, the program should include exposure to practices, which would later allow the Judges to propose a framework of intermediate and overall time frames for each of the DCM tracks. The program should include knowledge sharing especially on, but not limited to: the establishment of intermediate time standards for the intervals between major processing events; establishment of the overall time standard for processing the case from filing to final disposition and validation of the overall time standard by comparing actual overall processing times for recently resolved cases that would have been assigned to that track, as well as the procedures for monitoring time standards compliance

The study tour will be designed to focus on supporting and sustaining the efforts for introducing of DCM and establishment of NTS. It will address the issue of accountability, transparency and effectiveness and emphasize communication and cooperation between relevant judicial bodies and institutions. Participants will examine effective governance and operational systems for case management, court budgeting, functioning of analytics and statistics offices in the courts and

managing court resources - budget, human, facilities, equipment etc. – all related to effective and efficient implementation of DCM and National Time Standards in the Macedonian Judiciary.

### **C. Subcontractor Responsibilities**

The Offeror shall develop and implement an agenda for the study tour, resulting in a significant transfer of knowledge to members of the Working Group for DCM and the President of the Judicial Council. The Offeror should develop activities such as meetings and trainings, with potential counterparts from USA which address the following target areas for capacity building:

- Improved understanding of the principles of Differentiated Case Management
- Improved knowledge of the fundamentals of National Time Standards and the criteria for their development and establishment
- Clarification of roles and responsibilities for establishment and implementation of a differentiated case management system
- Enhanced institutional capacity of the judiciary to manage based on the newly established systems for case processing
- Expanded view of uses of automation and case management and information systems
- Improved knowledge of the requirements for upgrading the current case management and automation systems to support DCM
- Identifying and discovering laws, policies and practices which improve management and administration of the judiciary
- Increased understanding on budgeting issues and necessary funding of DCM efforts
- Increased understanding of the role of the Judicial Council in overseeing the DCM system
- Improved knowledge of court budgeting
- Improved knowledge of court statistics and analysis of court performance

The study-tour will involve a group of **8 judges** - members of the DCM and NTS Working Group, and the president of the Judicial Council. JSP will select the participants in a timely manner in advance of the study tour. The Offeror should describe how it will furnish the necessary logistical support for the participants to implement the study tour including:

1. Arrange meetings at suggested institutions
2. Meals, including breakfasts, lunches and group dinners for the participants during each program and travel day
3. Lodging for the participants
4. Transportation including local transportation in the District of Columbia, Maryland and Virginia (excluding air fare and interpreter which will be arranged for and paid by JSP)
5. Consultant Fees for trainers, consultants or other personnel necessary to implement the study tour
6. Per Diem expenses for participants in accordance with the U.S. General Services Administration's schedule for each location
7. Materials and support for the study tour activities, such as audiovisual support for trainings, printed study materials, office supplies, simultaneous translation and interpretation, etc.
8. Travel insurance, meeting USAID's requirements, such as HAC, HTH and Patriot America
9. Incidental expenses and other miscellaneous expenses, such as museum fees, tour group charges, parking and taxis or cabs

#### **D. Subcontractor Deliverables**

The deliverables under this subcontract are listed in **Attachment F**. Subcontractor payments under this project will be negotiated with the selected vendor and will be scheduled and based on the Subcontractor's successful completion of these items and their approval and acceptance by USAID and the JSP.

Vendors should propose an accurate timeframe for the development and submission of all deliverables for which the Offeror should include a clear and logical "Deliverables Plan." Please follow the following steps in completing the Deliverables Plan in Attachment F:

1. Complete the whole "Deliverables Plan" table
2. Under the "Resources required" enter the names of the key personnel involved in the implementation of each activity
3. Use as many rows as you need, follow the sequence numbers shown
4. Number the pages as appropriate
5. On each new page have column title row
6. The text you enter should be clear and simple, but enter whatever you think is required into a table cell
7. Within the columns "Start Date" and "Finish Date," enter dates in format DD.MM.YYYY
8. In the "Activity Description" column, enter the Project tasks as they exist into the Proposal Price form (copy/paste).

#### **E. Key Personnel**

The following key personnel are suggested to implement the study tour:

1. Program Manager
2. Program Facilitator
3. Local Experts

The level of effort and work activities for each key personnel will be defined upon evaluation of the proposals.

#### **F. Copyright**

Copyright properties for materials produced under this RFP shall be to the ownership of the JSP and USAID.

#### **G. Duration and Timeframe**

The Offeror should develop the proposal for a study tour with 9 days duration including travel days with suggested dates being June 7 to 15, 2014.

**Attachment B  
BUSINESS SIZE/TYPE FORM**

NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_  
\_\_\_\_\_

TELEPHONE NO.: \_\_\_\_\_ FAX: \_\_\_\_\_

PRINCIPAL CONTACT: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE FOUNDED: \_\_\_\_\_ NO.OFEMPLOYEES: \_\_\_\_\_

PERCENTAGE OF GOVERNMENT OWNERSHIP: \_\_\_\_\_

**BUSINESS/ORGANIZATION TYPE**

- Wholly Government Owned
- Partially Government Owned
  
- 100% Privately Owned
- Women-Owned
- Foreign Owned/Controlled
- Non-Commercial Organization
- Voluntary Organization.
- Public or Private Organization for the Handicapped
- Non-profit Organization

SIGNED: \_\_\_\_\_

DATE: \_\_\_\_\_

TITLE: \_\_\_\_\_

SERVICE/COMMODITY (Type) \_\_\_\_\_

INCLUDE CAPABILITY STATEMENT AND DESCRIBE ANY INTERNATIONAL EXPERIENCE (a separate page is acceptable).

**Attachment C  
Firm Reference –**

**“Fundamental principles of Differentiated Case Management Systems and introducing National Time Standards for processing cases in the Republic of Macedonia”**

Please provide at least three (3) references for similar projects implemented within the past three (3) years and above \$35,000. The references should include institutions where SERVICES provided have been **Fully Implemented**. Please use the format below (one sheet per reference stated). You can submit more than one sheet per reference in the case that several activities were implemented under a certain institution.

*Please note: The contact person should be a representative of the referenced institution. The reference will be contacted in April 2014.*

**GENERAL BACKGROUND**

<b>Name of Company or Institution:</b>	
<b>Phone:</b>	<b>E-mail:</b>
<b>Address:</b>	
<b>Contact person:</b>	<b>Title:</b>
<b>Service Dates: from DD.MM.YY to DD.MM.YY</b>	
<b>Number of Reference sites served:</b>	
<b>Summary of Project:</b>	
<b>Estimated Project Cost: \$</b>	<b>Number of Employees:</b>

**Reference Form explanation**

**1. General Background**

- a. The whole form must be completely filled, from ‘**Name of the Company or Institution**’ to ‘**Number of Employees.**’.
- b. **Performance Period:** Enter the performance period dates. If period ends before June 1<sup>st</sup> 2010, the Reference will be disregarded as it would be beyond the 3-year period indicated. If you have performed more than one project with this Reference within the same period, it is acceptable.
- c. **Number of Reference sites served:** State number of locations (if applicable) where the services were conducted for the institution.
- d. **Summary of Project:** Describe in short the highlights of the Project.
- e. **Estimated Project Cost:** Enter the cost of the referenced Project

### Attachment D

Specific evidence of the following shall be provided in the proposal:

ATTACHMENT D - OFFEROR QUALIFICATION QUESTIONNAIRE		
1	<b>Fiscal Information:</b> (Bank, address, phone, fax, etc).	
2	<b>Evidence of registration with relevant authorities:</b> (Macedonian companies only)	YES: _____ NO: _____
3.	Requirements in payment and amount of capital assets. Evidence of solvency (Macedonian companies only)	
4	<b>Availability of Local Maintenance Centers</b> (or terms of maintenance provision).	<i>If yes, specify:</i> 1. _____ 2. _____ 3. _____
5	Partnership with Manufacturers and Transportation Agencies.	<i>If yes, specify:</i> 1. _____ 2. _____ 3. _____
6	Evidence of Past Performance (comparable projects) and Years of Experience.	<i>If yes, provide examples:</i> 1. _____ 2. _____ 3. _____
7	Experience in transition and developing countries. (US companies only)	<i>If yes, specify some of them:</i> 1. _____ 2. _____ 3. _____
8	Evidence of Conformity to Internationally Recognized Technical and Safety Requirements.	YES: _____ NO: _____

*I hereby certify that all abovementioned documents are complete, current and accurate and have been provided with my proposal.*

**Signature:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**FAILURE TO PROVIDE REQUIRED DOCUMENTATION MAY REMOVE YOUR COMPANY FROM FURTHER CONSIDERATION**

Macedonia Judicial Strengthening Project  
Kej 13 Noemvri br. 14/2-3, 1000 Skopje Macedonia

**Attachment E**  
**Nationality of Supplier Certification**

**A. Nationality of Supplier**

Name of Supplier: \_\_\_\_\_

This is to certify that the above Supplier is (check applicable box):

- An individual who is a citizen or permanent legal resident of: \_\_\_\_\_
- A corporation of partnership organized under the laws of: \_\_\_\_\_. And more than 50% controlled & operated by citizens or permanent, legal residents of: \_\_\_\_\_.
- A controlled foreign corporation of which more that 50% of the total combined voting power of all classes of stock is owned by United States or Macedonia shareholders; or
- A joint venture or unincorporated association consisting entirely of individuals, partnerships or corporations. If so, please describe below the citizenship or legal status of the individuals, the legal status of the partnership or corporations, and the % voting power of the corporations:

**CERTIFIED BY SUPPLIER:**

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## Attachment F Deliverables Plan

See instructions provided in Section D of the Statement of Work for this RFP to complete the below table. Add rows and cells as needed

DELIVERABLES PLAN						
O.N.	Activity/Deliverable	Activity Description	Start Date	Finish Date	Resources required	Comment
1	Complete agenda for the study tour, including dates, times, locations, points of contact, description of activities and their intended outcomes, and key personnel involved					
2	Organization of all necessary logistical support, including lodging, per diem for participants, local transportation (airfare will be paid directly by the project)					
3	Pre-Study Tour meeting to review goals for the trip with participants					
4	Organize the following tours and meetings for the participants : <ul style="list-style-type: none"> <li>• Meeting 1</li> <li>• Meeting 2</li> <li>• Etc.</li> </ul>					
5	Post-Study Tour meeting to review lessons learned and next steps for the participants to build their capacity as members of the working group for DCM					
6	Study Tour report with photographs and complying with USAID branding,					



	detailing the significant events during the trip, the knowledge gained by participants and the outcomes of the Study Tour					
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## Attachment G Proposed Schedule of Activities

Please provide a detailed project schedule in the format shown below as it is part of the deliverables. Please color the square corresponding to the day(s) when activity is proposed to occur. Please include proposed activities and add rows and cells as needed.

STUDY TOUR SCHEDULE																															
	June 7-15 , 2014																														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Complete agenda for the study tour																															
Confirmations for all necessary logistical support																															
Pre-Study Tour meeting																															
Seminars, workshops, tours and meetings: <ul style="list-style-type: none"> <li>• Meeting 1</li> <li>• Meeting 2</li> <li>• Etc.</li> </ul>																															
Post-Study Tour meeting to review lessons learned and next steps																															
Study Tour report with photographs and complying with USAID branding requirements																															

## Attachment H Cost Proposal

A proposed budget outline with an accompanying budget narrative for the program should be submitted. The budget should detail the total costs for implementation of the program and should be submitted using the table provided below and any major assumptions made should be included in the budget narrative. The line items to be covered consist of the Salaries for proposed personnel, the program related costs, travel and transportation, equipment and other direct costs. Add additional information as needed.

The solicitation will require the vendor to propose one week study visit in the courts/institutions in the District of Columbia, Maryland and Virginia.

See also instructions provided in Section 4 of the RFP to complete this section.

Vendors should utilize this “Budget by Cost item” chart in your financial proposal:

### ***Cost Proposal Budget Template***

Organization Name: \_\_\_\_\_

Date: \_\_\_\_\_

In response to **JSP/RFP No. JSP 2014-IX**

Organization XYZ & Project					
Category	Description	Unit Cost	#	Total	Denar
<b>Personnel</b>					
(item xyz)					
(item xyz)					
(item xyz)					
<b>Study Tour Activities</b>					
(item xyz)					
<b>Other Direct Costs</b>					
(item xyz)					
(item xyz)					
<b>VAT</b>					
(item xyz)					
<b>Grand Budget Total</b>				<b>Total</b>	

